

OFFICE OF THE CHIEF OPERATIONS OFFICER												
SDBIP COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE												
	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
1	1	Integrated Development Planning										
1.1	1.1.4.2	Manage the process for the review and adoption of a credible Integrated Development Plan (2019/2020) by 30 June 2019	Council meeting and minutes for approval of the IDP	30-Jun-19	Hold one(1) IDP Steering committee meeting Development and adoption of IDP Process Plan Hold one consultation session with Amakhosi and Ward Committees		Hold one(1) IDP Steering committee meeting Hold four(4) cluster Public participation sessions Hold one consultation session for Stakeholders		Hold one(1) IDP Steering committee meeting Submission of Draft IDP review (2019/2020) to Council and KZN CoGTA by March 2019		Hold one(1) IDP Steering committee meeting Submission of Final IDP review (2019/2020) for approval by Council Credible IDP assessment by KZN CoGTA	
1.2	1.1.4.2	Update 34 Ward Profiles to guide service delivery planning and prioritisation by 30 June 2019	Ward Profile Framework Updated ward profiles linked to GIS	30-Jun-19	Finalise Ward Profile review framework		Update ten(10) ward profile (Ward1 - Ward 10)		Update ten(12) ward profile (Ward 11 – Ward 22)		Update ten(12) ward profile (Ward 23 – Ward 34) Link ward profiles to GIS	
1.3	1.1.4.2	% implementation of year one Council (CoU) Vision 2030 Strategy and Plan by 30 June 2019	CoU) Vision 2030 Strategy and Plan Programme of action Progress report	30-Jun-19	Adoption of strategy and plan by Council		25% implementation of year one programme of action activities		50% implementation of year one programme of action activities		70% implementation of year one programme of action activities	
2		Performance Management System										
2.1	1.1.2	Manage the adopted performance management system	Progress report	30-Jun-19	Finalisation of organisational key performance Indicators for measuring performance with regard to Municipal development priorities set out in the IDP. Signed Performance agreements and Plans for all filled positions Plans published on Councils Website and Copies sent to the MEC by 14 August 2018 Draft Annual Performance Report of 2016/2018 prepared and submitted to AG by 31 Aug 2018		Ensure quarter 1 OPMS achievements reported via PAC to Council by 30 November 2018 Report to Council on completed 2016/17 financial year's performance evaluation results Effective implementation of the adopted PMS framework/policy – ensure 100% compliance Performance Regulations		Ensure quarter 2 OPMS achievements reported via PAC to Council Undertake the process of monitoring, evaluation and review performance and ensure that the results thereof are Audited		Ensure quarter 3 OPMS achievements reported via PAC to Council Ensure preparation of Draft Performance agreements and plans for 2019/2020 prepared within 14 days after approval of the budget	
2.2	1.1.2	Number of statutory Performance Audit Committee meetings held to ensure Effective Monitoring of Organisational Performance Management.	Minutes of quarterly meetings	30-Jun-19	Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings		Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings		Audited and credible quarter 2 OPMS performance report submitted to PAC and Council Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings and minutes		Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings	

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2.3	1.1.2	Manage the Functionality category of the Municipality as per B2B quarterly reporting assessment to KZN CoGTA	Monthly and Quarterly submissions	30-Jun-19	3 x monthly B2B templates submitted to CoGTA 1 x Quarterly B2B template submitted to KZN CoGTA 1 x quarterly progress report on B2B programmes Achieve functionality as per COGTA assessment tool		3 x monthly B2B templates submitted to CoGTA 1 x Quarterly B2B template submitted to KZN CoGTA 1 x quarterly progress report on B2B programmes Achieve functionality as per COGTA assessment tool		3 x monthly B2B templates submitted to CoGTA 1 x Quarterly B2B template submitted to KZN CoGTA 1 x quarterly progress report on B2B programmes Achieve functionality as per COGTA assessment tool		3 x monthly B2B templates submitted to CoGTA 1 x Quarterly B2B template submitted to KZN CoGTA 1 x quarterly progress report on B2B programmes Achieve functionality as per COGTA assessment tool	
2.4	1.1.4	Prepare and finalise City of uMhlatuze Monitoring and Evaluation (M&E) Framework by 30 June 2019	Framework Policy	30-Jun-19	Finalise draft M&E framework and Benchmarking		Finalise consultation with Departments on the Draft M&E		Conduct workshops with management		Finalise M&E framework for adoption by Council	
2.5	1.1.4	Pilot annual assessment tool to measure effectiveness of the Performance Audit Committee and Enterprise Risk Management	Assessment tool Assessment Outcome	30-Jun-19	Design the Assessment tool		Submit the draft assessment tool to Performance Audit Committee and ERM for consideration		Administer the annual assessment		Report on the assessment outcome	
3		Enterprise Risk Management										
3.1	1.1.6.1	Manage the maintenance of an on-going process that enables the identification, analysis, evaluation and treatment of risks that may have an impact on the organization.	Minutes- ERM and RC Quarterly meetings Strategic Risk Register with progress report for all due further action plan Sign-off document as proof of endorsement by DMM for Departmental Strategic Risk Register Operational Risk Register list Documentation of ERM awareness and training	Quarterly to 30 June 2019	1. Quarterly organisational ERM statutory Meeting 2. Quarterly organisational Risk Champions Quarterly Meeting 3. Signed off updated Strategic Risk Register 4. Ongoing Management ERM awareness and training		1. Quarterly organisational ERM statutory Meeting 2. Quarterly organisational Risk Champions Quarterly Meeting 3. Signed off updated Strategic Risk Register 4. Reviewed Operational Risk Registers 5. Ongoing Management ERM awareness and training.		1. Quarterly organisational ERM statutory Meeting 2. Quarterly organisational Risk Champions Quarterly Meeting 3. Signed off updated Strategic Risk Register 4. Ongoing Management ERM awareness and training.		1. Quarterly organisational ERM statutory Meeting 2. Quarterly organisational Risk Champions Quarterly Meeting 3. Signed off updated Strategic Risk Register 4. Reviewed Operational Risk Registers 5. Ongoing Management ERM awareness and training. 6. Adoption by Council of the reviewed ERM Policy, Strategy and ERM Charter	
3.2	1.1.6.1	Ensure that risk identified in the organisational risk assessment register under the office of the Municipal Manager is attended to, update and report quarterly to the ERM	1.) OMM Strategic Risk Register with documented progress reports for all due further action plans (FAP's) 2.) Sign-off document as proof of endorsement by COO for Departmental Strategic Risk Register 3.) Minutes of ERM 4.) Updated Operational Risk Register	Quarterly to 30 June 2019	1. Quarterly ERM report on OMM risk register 2. Signed off updated OMM Strategic Risk Register □		1. Quarterly ERM report on OMM risk register 2. Signed off updated OMM Strategic Risk Register		1. Quarterly ERM report on OMM risk register 2. Signed off updated OMM Strategic Risk Register		1. Quarterly ERM report on OMM risk register 2. Signed off updated OMM Strategic Risk Register	

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3.3	1.1.6.3	Manage the coordination, continuous improvement and monitoring of the Organisational Business Continuity Plan program	1.) Updated BCM Programme Maintenance document 2.) Proof of activities as per Maintenance Activity Output	Quarterly to 30 June 2019	Reviewed: 1. BIA Worksheets & Risk Assessments 2. Business Continuity Strategies 3. Emergency Response Plan 4. BCP's for all departments 5. BCP Validation Readiness Checklists 6. BCP Validation report gap analysis and addressing thereof; and 7. BCM Awareness- management and BCP Team members		1. Reviewed Crisis Management Plan 2. Reviewed BCM Roles & responsibilities 3. BCM Awareness- management and BCP Team members 4. Formal training- BCM Manager and Co-ordinators		1. BCP Validation Readiness Checklists 2. BCP Validation 3. BCM Awareness- management and BCP Team members 5. BCM Awareness- all staff		1. BCP Validation report gap analysis and addressing thereof 2. BCM Awareness- management and BCP Team members 3. Adoption by Council of the reviewed BCM Policy and Strategy	
3.4	1.1.1	Develop and co-ordinate tools for management of Ethics and Fraud, Bribery and Corruption Prevention (EFBCP) by 30 June 2019	a.) Updated EFBCP Plan b.) Minutes of ERMCTabling Whistleblowing reports c.) Documentation of EFBCP awareness and training	Quarterly to 30 June 2019	1. Quarterly updating and approval of the organisational Fraud Risk Register 2. Quarterly tabling of reports from Whistleblowing hotline		1. Quarterly updating and approval of the organisational Fraud Risk Register 2. Quarterly tabling of reports from Whistleblowing hotline 3. Staff and community Awareness of EFBCP Plan		1. Quarterly updating and approval of the organisational Fraud Risk Register 2. Quarterly tabling of reports from Whistleblowing hotline		1. Quarterly updating and approval of the organisational Fraud Risk Register 2. Quarterly tabling of reports from Whistleblowing hotline 3. Staff and community Awareness of EFBCP Plan 4. Adoption by Council of the reviewed EFBCP Policy and Plan	

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4		Public Communication										
4.1	1.1.4.4	Develop and implement Marketing and Brand Plan by 30 June 2019	a) Signed Marketing and Branding Plan b) Copies and evidence of communication platforms used to activate Brand uMhlathuze	Quarterly to 30 June 2019	Develop Marketing and Branding Plan to enhance Brand uMhlathuze		Marketing Brand uMhlathuze through different Media platforms and activations		Marketing Brand uMhlathuze through different Media platforms and activations		Marketing Brand uMhlathuze through different Media platforms and activations	
4.2	1.1.4.4	Communicate City of uMhlathuze programmes to all communities using multi-pronged platforms (Traditional Media, New Media, Izimbizo, Online Media) on an ongoing bases	a) Communication and Marketing Strategy review adopted by CoU b) Social Media Policy adopted by CoU	Quarterly to 30 June 2019	Finalise annual communication plan in line with the Reviewed communication strategy Quarterly communication outcomes and coverage report		Quarterly communication outcomes and coverage report in line with the plan Monthly Communication Plan		Quarterly communication outcomes and coverage report in line with the plan Monthly Communication Plan		Quarterly communication outcomes and coverage report in line with the plan Monthly Communication Plan	
4.3	1.1.4.4	Review Communication and Marketing Strategy by 30 June 2019	a) Draft Communication and Marketing Strategy b) Council resolution adopting communication and Marketing Strategy	Quarterly to 30 June 2019	Research and Benchmarking on the best practices		Finalise first draft reviewed Communication and Marketing Strategy		Workshop the Draft to Management		Finalise Communication and Marketing Strategy for adoption by Council	
4.4	1.1.4.4	Implement Internal Electronic communication platform in conjunction with Information Technology unit by 30 June 2019	Quarterly report	30-Jun-19	Populating Vibe with contents		Populating Vibe with contents		Populating Vibe with contents		Populating Vibe with contents	
4.5	1.1.4.4	Functional Events Planning and Management Committee(EPMC)	Quarterly report	Quarterly to 30 June 2019	Maintenance of City's major events calendar Plan and manage all City events and produce events outcomes and impact report		Plan and manage all City events and produce events outcomes and impact report		Plan and manage all City events and produce events outcomes and impact report		Finalisation of 2019 calendar events Plan and manage all City events and produce events outcomes and impact report	
4.6	1.1.4.4	Drafting, adoption and publication of 2016/2018 Annual Report (AR) as required in terms of legislation.	Final Annual Report	31-Mar-19	Creation of AR prototype for all Departments Circulation of AR prototype		Submission of draft AR to Council for approval and publication for comments		Submission of AR to MPAC Printing and distribution of AR, including Oversight report.		Preparation of 2018/2019 AR	
4.7	1.1.4.4	Develop Social Media Management Framework and Protocol by 30 June 2019	Progress report	30-Jun-19	Research and Benchmarking on the best practices		Finalise first draft of Social Media Management Framework and Protocol		Workshop the Draft to Management		Finalise Social Media Management Framework and Protocol for adoption by Council	
5		Outdoor Advertising										
5.1	3.1.2	Manage, implement and monitor outdoor advertising contracts in respect of : 1) Illuminated Outdoor Advertising street name signs. 2) Litter bins 3) Street light poles 4) Taxi City branding 5) LED Screen 6) Indoor television screens 7) Composite sights 8) static Billboards 9) illuminated Billboards 10) SMME Outdoor advertising Platform	Quarterly report on : Contract management	Quarterly to 30 June 2019	Consolidated quarterly report on Outdoor Advertising Contracts		Supply artwork to service provider for the 5 community based messaging signs.		Monitor and report project progress on delivery in terms of the service level agreement		Monitor and report project progress on delivery in terms of the service level agreement	
5.2	3.1.2	Monitor and evaluate outdoor advertising contracts in respect of Revenue Performance	Quarterly report	Quarterly to 30 June 2019	Quarterly report on income generated from all outdoor advertising contracts and credit control implemented		Quarterly report on income generated from all outdoor advertising contracts and credit control implemented		Quarterly report on income generated from all outdoor advertising contracts and credit control implemented		Quarterly report on income generated from all outdoor advertising contracts and credit control implemented	
6		Internal Audit										
6.1	1.1.7	Implement all Internal Audit and Auditor General (AG) findings action plans by June 2019, to ensure an unqualified audit report(excluding activities requiring budget)	Quarterly reports to Evaluation panel up to 30 June 2019	Implementation of AG Action Plan	Monitor and report on departmental internal audit and AG action plans and corrective measures.		Monitor and report on departmental internal audit and AG action plans and corrective measures.		Monitor and report on departmental internal audit and AG action plans and corrective measures.		Monitor and report on departmental internal audit and AG action plans and corrective measures.	
6.2.1	1.1.7	Respond to all internal and external audit enquiries and other general enquiries relating to the COO area of responsibility within the approved turnaround times	Quarterly Internal Audit reports	Strive to zero queries	1 Quarterly report		1 Quarterly report		1 Quarterly report		1 Quarterly report	

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6.2.2	1.1.7	% implementation of Internal and External Audit action Plans relating to the Quarter	% implementation	85%	85% Implementation		85% Implementation		85% Implementation		85% Implementation	

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7		Transversal business operations and strategies										
7.1.1	3.1.1	Implement International Relations Framework (IRF) for the City of uMhlathuze (4 twinning arrangements and 4 International organisation agreements)	Quarterly report	4 twinning arrangements and 4 International organisation agreements	Conclude international relations process with DIRCO for finalisation of twinning arrangements as approved by Council		Conclude cooperation arrangement with one City and one international organisation		Conclude cooperation arrangement with one City and one international organisation		Conclude cooperation arrangement with Two City's and two international organisations	
7.1.2	3.1.1	Conclude Four (4) strategic Partnerships with external partners in support of Municipal Service Delivery Operations.	Quarterly report	Quarterly to 30 June 2019	Conclude 4 partnership		Conclude one partnership		Conclude one partnership		Conclude one partnership	
7.2	1.1.4	% processing of issues emanating from Operation Sukuma Sakhe structures affecting the Office of the Municipal Manager by 30 June 2019	% processing	100%	100%		100%		100%		100%	
7.3.1	3.1.1	Develop Integrated Business Operations Management Model (IBOMM)	Quarterly report	Quarterly to 30 June 2019	Review existing business operations management model and value chain		Finalise appointment of business operations specialist		Finalise process plan and implementation timeframe		Draft IBOMM	
7.3.2	5.2.1	% Capital expenditure of approved projects co-ordinated and facilitated by Project Steering Committee	% spent	90%	15% spending		40% spending		75% spending		90% spending	
7.3.3	3.1.1	Facilitate Knowledge Management, Exchange, Innovation and Learning (Masterclass, Benchmarking, E-Platform, Best practices, Case studies etc.)	Quarterly report	Quarterly to 30 June 2019	Develop programme implementation plan for promoting a knowledge driven, learning, innovation organisation and business excellence for improved service delivery and governance		Progressive implementation of the plan against set targets		Progress implementation of the plan against set targets		Progressive implementation of the plan and progress report for 2018/18	
7.3.4	3.1.1	Facilitate and coordinate progressive implementation of SMART City concept and projects(Free Wi-Fi, Digital Payment system, Investigate CoU App, Rural connectivity)	Quarterly report	Quarterly to 30 June 2019	Report progress on implementation		Report progress on implementation		Report progress on implementation		Report progress on implementation	